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# AGENCY ATTRITION STUDY

Office Of Personnel

November 1968

GROUP 1

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SUMMARY

I. Findings

1. When an employee leaves the Agency, the odds are that the person is female, GS-06 or below and leaves for personal or job reasons.
2. Two-thirds of all separations involve employees under 30; two-thirds of all those separating leave for personal or job reasons.
3. There are significant attrition differences among the Directorates and Career Services, as seen through the lenses of age, grade, sex, occupation, years of service and reasons for separations.
4. CIA's attrition picture is favorable in comparison with the Federal Government average.

II. Observations

1. An effective Agency program of attrition policy, control and prediction is of major importance to prevent the loss of needed personnel. There are still many unanswered questions that should be studied preliminary to making recommendations for changes in personnel policy and procedures.
2. In view of the nature of personnel losses and their monetary and real costs to the Agency, the real question in attrition management is how to avoid the loss of needed employees (generalist, technician or clerical). Preventing the loss of our best people or our young people are only parts, albeit primary ones, of this broader issue.
3. Low attrition in the higher age and grade levels (87% of separations below GS-11) suggest the need for considering further the attrition problems arising at lower levels from slow personnel pace at the higher levels (problem will change to accelerated pace in the 1970's).
4. Hiring of clericals under 20 is not practical (loss 63% annually) and should be restricted.
5. Some losses appear to be susceptible to management influence or control (e.g.,  $\frac{1}{4}$  of separations attributable to job reasons). Relatively high losses among young professionals and clericals reflect need for monitoring their adjustment to the Agency in the first two years.
6. The real reasons for separations should be evaluated further and consideration should be given to improving the recording of certain reasons that are too general or obscure.
7. Differences among Career Services in attrition indicate the need for variance reporting on trends as the basis for management review and control.

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I. FINDINGS  
(GS Personnel Only)

1. A multi-dimensional look at the Agency's separation picture provides these insights (shown as percentages of total separations):

MALE AND FEMALE		MALE OCCUP. CATEGORY	GRADE	AGE	YEARS OF CIA SERVICE	REASONS
MALE 41	OTHER 11	OTHER 13	60 & OVER	OVER 10 19	OTHER*	
	PROF. 31	GS-7-11 33	30-60 YRS. 25	5 to 10 14	RETIRE.	12
			25-29 YRS. 25	1 to 5 40	JOB	23
FEMALE 59	CLERICAL 58		GS-6 & BELOW 54	UNDER 25 YRS. 43	PERSONAL	45
				UNDER 1 27		

\* Other--Education 9%; Disqualification 6%; and Military 5%.

2. When an employee leaves the Agency, the numerical odds are that the person is female, clerical, GS-06 or below, under 30, has served 5 years or less in CIA and leaves for personal or job related reasons. The numerical odds are in favor of the same profile for an employee leaving any of the Directorates with the following differences:

DDS ditto except female terminees are in a slight minority (47%), and personnel separating at the grade levels GS-06 and below are slightly lower (48%).

DDI ditto except clericals are only 42% of total separatees from that area, and employees in the grades GS-06 and below are only 41% of total terminees.

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3. Significant variations between the situations in the Directorates and the overall Agency picture emerge here and there among the different dimensions of attrition used in this Study (shown as percentages of total separations).

SEPARATION FACTOR	DIFFERENCE FROM AGENCY PERCENTAGE
Male	DDS +12% (attrit. rate comparable) DDP -8%
Grade	
GS-06 and Below	DDP +5%
GS-07 - 11	DDI +12%
Occupational Category	
Clerical	DDP +7% (attrit. rate lower); DDI -16%; DDS +5%
Professional	DDI +19%; DDS -7%

4. Although Agency separations vary substantially between low and high months of a year, these differences are largely obscured by the close similarity in the number of separations that do occur during each quarter of the year.

Year	ATTRITION VOLUME				Total
	July-Sept.	Oct.-Dec.	Jan.-Mar.	April-June	
					25X9

5. CIA's attrition picture compares favorably with the general situation in the Federal Government.

ORGANIZATION	FY 1967 ATTRITION RATE
Federal Government	27.3
CIA*	11.3

\* 11.7 in FY 1968.

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6. Some of the reasons that come to mind as possible major causes of Agency separations comprise only a minority (19%) of the total, e.g., failure to qualify; medical and security disqualifications (mostly in IAS as a part of the clearance process for those brought in on a provisional basis); unsatisfactory performance and misconduct; surplus; military; marriage to foreign nationals; community environment; and death.

## II. SOME UNANSWERED QUESTIONS

1. Are there identifiable relationships between specific sources and geographical locations of applicants and the volume of future separations among those recruited from such sources and locations (e.g., clericals recruited in West Virginia vs. those from Massachusetts)?
2. What is the incidence of loss among clerical personnel hired without previous job experience vs. those employed after serving in one or two jobs? What is the incidence of loss between young professionals who are hired directly after completion of college vs. those who have held at least one previous position?
3. To what extent do the reasons given by professionals for their separation reflect the over-qualification of individuals for the duties to which assigned?
4. What additional insights could be gained in pinpointing the characteristics and trends of attrition at the Career Service, Directorate and Agency levels if we were able to further dissect, by machine, each of the attrition factors in terms of the other attrition factors (reason categories subdivided by male and female; reasons by occupational category; reasons by age, etc.)?
5. Do employees usually give the real reasons for termination to official interviewers? If the cited reasons reasonably reflect the situation at the time of separation, are the reasons also indicative of beginning, cumulative and underlying causes? Do employees usually decide to quit (including the process of deliberating over whether to quit) for a principal reason or a web of multiple, interrelated reasons?
6. Given the gradual yearly rise in Agency attrition rates, what future trends are emerging in the levels of separations? Are possible shifts emerging in the relative significance of the various reasons, e.g., retirements, back-to-school, draft status?
7. What are the prospects that future attrition levels in the senior age and grade levels will cross over from a pace too slow to one too fast in some of the Career Services?

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8. How do ex-CT professionals and non-CT professionals compare in attrition rates and reasons for separations, as they progress to successively higher grade and age brackets?

### III. OBSERVATIONS

1. An effective Agency program of attrition policy, control and prediction is contingent upon further analysis of the unanswered questions mentioned in II above. The necessary research will depend in part upon the availability of machine data, programmed in more detail than it was possible to acquire in the manual preparation of this Study, and in part upon records research, evaluation of exit-interview reports and discussions with the Career Services. Although such an effort will take months, it is of major importance that it be done.
2. Previous interest in attrition has often been confined to a relatively few questions, such as what is the Agency's attrition rate; how does it break down between clericals and professionals; is it going up; and how does it compare with the past? In actuality, a thorough comprehension of the nature of attrition is central to many elements of personnel management. Attrition information serves as one barometer of the health of employee morale in the various elements of the Agency, and it suggests areas of possible difficulty. From the view of overall management, it is desirable to know as much about attrition as possible in predicting future personnel losses--who, when and where--especially under present day conditions in which ceilings are relatively fixed and accessions are a product of losses. (Accurate loss prediction is the key to operating a recruitment and clearance system, which begins months ahead of the time when the entry-on-duty of those recruited is expected to occur under strict ceiling conditions.)
3. The attrition problem has been defined as the loss of too many of our best people or too many of our young professionals. Given the values at stake--cost; time; administrative effort; training; supervision; internally acquired experience and skills; and security--the real problem could be more properly defined as the loss of any needed employee, whether he be a technician, specialist or generalist. Saving a good, experienced employee, in preference to acquiring a new person yet untried, should not only be an obvious goal but a matter of conscious action and emphasis.
4. Although attrition is generally higher elsewhere in the Government, the margin of difference offers no basis for complacency. Separations in other Federal organizations include inter-agency transfers which are losses to them but, in part, advantages to the Government in general. Given the monetary costs and real costs (security, knowledge, etc.) involved in Agency separations, we should seek to maintain a lower attrition rate than those prevailing in other Federal units.

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5. There is a corollary to the belief that losing a needed employee is wasteful. Retention of individuals whose further use is limited or no longer needed is also a loss to the Agency, and new movement inward and upward becomes desirable. We have long had the means for removing an individual whose performance is unsatisfactory, but attrition data brings into focus the more serious management problem of limited personnel pace, brought about by low attrition rates at higher age and grade levels. By the mid-1970's, we expect the phenomenon of slow movement in the higher levels to be replaced by the problem of accelerated movement; in the meantime, we need to consider possible means, compatible with employee interests, to encourage turnover when and where appropriate while discouraging turnover at lower levels. Certain steps have already been taken at the Agency level in this respect, e.g., retirement policy and programs, but we should examine the problem of personnel pace in more detail within the individual Career Services. A guiding objective should be the detection and avoidance of pockets of superannuation and immobility which lessen organizational effectiveness while inhibiting the contributions and growth potential of younger professionals.
6. The perceptible, even dramatic, differences revealed by this Study in the patterns of attrition among age groups, grade groups, occupational groups, etc., demonstrate that attrition is manageable to a degree by adjustments in policy and procedure. Areas of corrective action include the following:
  - a. The hiring of clericals under 20 is not practical (over one-half lost each year) and should be restricted.
  - b. The principal attrition problems that should be studied further as a prelude to changes in personnel policy and procedure are (1) continuing turnover of young clericals, at considerable cost and loss in administrative efficiency and time; and, (2) the high loss among young professionals during the first three years in the age 25-29 bracket. Upon the basis of the varying magnitudes of losses reflected in the low age and grade groups, it is likely that the Agency should intensify present programs for observing and coaching employees during the first and second years in order to elicit personal reactions to Agency employment and to solve accumulating problems which eventually result in separations.
  - c. One-fourth of separations are attributable to job considerations, a circumstance which indicates that a substantial portion of attrition is susceptible or may be susceptible to control and improvement by administrative action.
  - d. Some of the reasons most susceptible to influence by management or perhaps susceptible to management action (to the extent they mask underlying causes or are outgrowths of first causes) are among the most obscure when coded in summary form. Examples are: family responsibilities, advancement, career change and immediate

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duties and responsibilities; together they constituted one-third of all separations in FY 1968. This fact suggests the need to consider a revision of the codes now used in recording separations, once the additional analysis of reasons for attrition is completed. The action would be a first step towards achieving better management of attrition in the future.

7. Attrition seen through different lenses--age, grade, sex, occupational category, years of service and reasons--means different things to different Career Services. These factors bear watching on a continuing basis if the attrition picture, past, present and future, is to be clearly understood and properly monitored henceforth by responsible officials. One purpose of further attrition study should be a determination of the need for establishing, in conjunction with the Career Services, specific attrition norms or tolerances (perhaps upper and lower limits) for those attrition factors that can be observed through a variance reporting system, e.g., attrition levels at different age and grade groups within particular Career Services.

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## GS SEPARATIONS IN FY 1968

### ① Agency and Directorates

Agency 11.7 attrition rate (1971 Seps.) vs 11.0 average in FY 1966-1968.

DDP, DDI and DDS&T about same as Agency FY 1968 attrition rate.

DDS lowest @ 9.6 rate (29% of Agency Seps.).

Personnel losses fairly constant among quarters of the year in the Agency, DDP, DDS and DDI. Substantially higher in DDS&T in April - June than rest of year.

### ② Selected Components (Over 300 Employees)

FY 1968 attrition rates in most Career Services within DDS approximate Agency total attrition rate; DDS had lower rate than Agency average due to low attrition rates in SC (7.2) and SJ (6.1).

DDI Career Services with highest attrition rates were ID - 15.2; IP - 13.6; and IR 20.0.

SF attrition rate in FY 1968 up 50% over FY 1966-1968 (15.0 vs 10.7), representing a numerical increase in separations of 24.

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TOTAL GS ATTRITION RATE -- FY 1968

Agency

11.7

DCI

15.0

DDS&T

12.2

DDI

12.1

DDP

11.7

DDS

9.6

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## GS ATTRITION RATES BY QUARTERLY PERIODS

Directorates and Selected Career Services (Over 300 Employees)

UNIT	TOTAL		July - Sept.		Oct. - Dec.		Jan. - Mar.		April - June	
	FY 68	FY 66-68 Av.	FY 68	FY 66-68 Av.	FY 68	FY 66-68 Av.	FY 68	FY 66-68 Av.	FY 68	FY 66-68 Av.
Agency	11.7	11.0	3.0	3.1	2.8	2.6	3.0	2.6	2.9	2.7
DCI	15.0	14.5	5.4	5.1	2.7	2.4	2.7	3.1	4.2	3.9
DDS	9.6	8.8	2.4	2.4	2.2	1.9	2.4	2.1	2.6	2.4
SC	7.2	6.2	1.6	1.5	1.6	1.3	2.0	1.5	2.0	1.9
SF	15.0	10.7	5.1	3.0	3.0	2.3	2.9	2.1	4.0	3.3
SJ*	6.1	7.5	0.6	1.5	1.6	1.9	2.6	2.6	1.3	1.5
SL	11.3	11.0	2.9	3.2	3.1	2.5	2.7	2.8	2.6	2.5
SP	11.5	13.0	2.8	3.1	3.1	2.6	2.3	2.8	3.3	4.5
SS	10.7	10.2	3.5	3.1	2.2	2.4	3.3	2.7	1.7	2.0
DDP	11.7	10.6	2.7	2.8	3.0	2.6	3.4	2.7	2.6	2.5
DDI	12.1	11.6	3.5	3.4	2.6	2.6	3.0	2.7	3.0	2.9
IC	9.7	8.7	3.4	2.6	1.3	1.6	2.1	2.1	2.9	2.4
ID	15.2	13.3	5.3	3.8	3.4	3.3	3.9	2.7	2.6	3.5
IM	9.8	9.1	1.3	2.1	2.5	2.1	2.3	2.1	3.7	2.8
IP	13.6	12.6	4.3	3.9	2.5	2.3	3.2	2.8	3.6	3.6
IR	20.0	14.2	6.0	4.6	5.0	2.8	5.6	3.9	3.4	2.9
IT	9.0	10.3	2.3	3.2	1.9	2.6	2.3	1.9	2.5	2.6
DDS&T	12.2	13.0	2.3	3.2	2.8	2.8	2.8	2.9	4.3	4.1

\* True separations only of CTs bearing SJ designation, regardless of area of assignment when separated (excludes employees entering military under CT auspices).

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GS SEPARATIONS BY OCCUPATIONAL CATEGORIES

① Agency and Directorates

Most losses in FY 1968 were clerical.

Category	Per Cent of Total Losses	Attrit. Rate
Cler.	59%	22.5
Prof.	31%	6.6
Other	10%	8.7

Professional attrition rates varied from a low of 4.8 in the DDS to a high of 9.4 in the DDI.

Clerical rates were lowest (18.3) in the DDI and highest (25.8) in the DDS&T.

No significant increases occurred in FY 1968 over the FY 1967-1968 average rate (FY 1966 data by occupational categories not available).

② Selected Career Services (Over 300 Employees)

SF increased its clerical attrition rate in FY 1968 to 25.0, second highest in the DDS. Had the highest professional attrition rate in the DDS (almost double DDS rate).

SL had lowest clerical attrition rate in the DDS (14.3).

SP decreased 4.8 in clerical attrition rate from 24.9.

SS had highest clerical attrition rate in DDS (28.5). Low professional attrition rate ( $\frac{1}{2}$  of DDS rate).

ID had highest professional rate (16.7) and lowest clerical rate (12.9) of any Career Service in the Agency.

IR had highest clerical attrition rate in the Agency, due to a 8.4 increase over FY 1967-1968. Also next to highest (16.6) in professional attrition.

IT was below Agency and DDI levels in all categories.

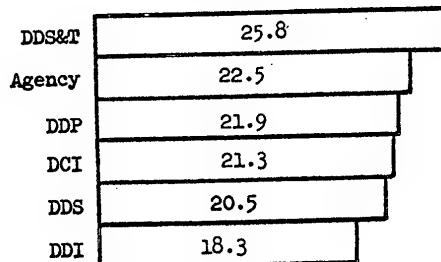
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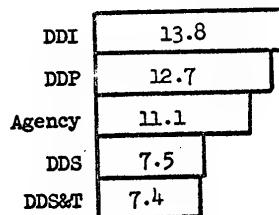
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GS ATTRITION RATES BY OCCUPATIONAL CATEGORY -- FY 1968

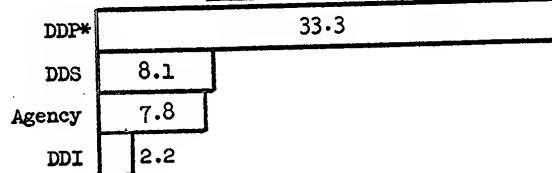
Clerical



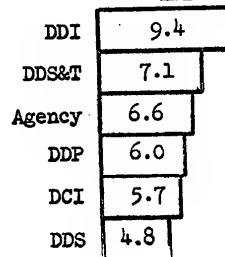
Technical



Commo



Professional



\* This represents a separation of one person.

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GS ATTRITION RATES BY OCCUPATIONAL CATEGORIES

UNIT	TOTAL		PROFESSIONAL		COMMO		TECHNICAL		CLERICAL	
	FY68	Diff fr FY67	FY68	Diff fr FY67	FY68	Diff fr FY67	FY68	Diff fr FY67	FY68	Diff fr FY67
Agency	11.7	+0.4	6.6	+0.3	7.8	+ 2.0	11.1	+0.3	22.5	+1.0
DCI	15.0	-2.7	5.7	+0.7	0.0	0.0	0.0	0.0	21.3	-4.5
DDS	9.6	+0.6	4.8	-0.7	8.1	+ 2.7	7.5	+2.9	20.5	+1.3
DDP	11.7	+1.2	6.0	+0.8	33.3	+13.3	12.7	+5.5	21.9	+1.8
DDI	12.1	-0.1	9.4	+0.3	2.2	- 4.5	13.8	-3.0	18.3	+0.1
DDS&T	12.2	+0.1	7.1	+1.4	0.0	+18.4	7.4	-4.9	25.8	+1.8

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GS ATTRITION RATES BY OCCUPATIONAL CATEGORY  
Directorates and Selected Career Services (Over 300 Employees)

UNIT	TOTAL		PROFESSIONAL		COMM		TECHNICAL		CLERICAL	
	FY 68	FY 67-68 Av.*	FY 68	FY 67-68 Av.	FY 68	FY 67-68 Av.	FY 68	FY 67-68 Av.	FY 68	FY 67-68 Av.
Agency	11.7	11.4	6.6	6.3	7.8	6.8	11.1	11.0	22.5	22.0
DCI	15.0	16.3	5.7	5.8	0.0	0.0	0.0	0.0	21.3	23.5
DDS	9.6	9.0	4.8	4.4	8.1	6.8	7.5	6.3	20.5	19.9
SC	7.2	6.3	2.0	2.4	8.1	6.8	4.8	4.8	20.9	18.2
SF	15.0	11.4	8.5	6.3	0.0	0.0	0.0	0.0	25.0	18.9
SJ**	6.1	6.7	6.1	6.7	0.0	0.0	0.0	0.0	0.0	0.0
SL	11.3	10.8	8.2	6.3	0.0	0.0	7.1	3.6	14.3	15.4
SP	11.5	13.9	4.0	3.5	0.0	0.0	33.3	100.0	20.1	24.9
SS	10.7	10.8	2.2	2.6	0.0	0.0	0.0	0.0	28.5	26.4
DDP	11.7	11.1	6.0	5.6	33.3	25.0	12.7	9.4	21.9	21.0
DDI	12.1	12.2	9.4	9.3	2.2	4.4	13.8	15.4	18.3	18.2
IC	9.7	9.2	6.7	5.6	0.0	0.0	0.0	0.0	18.4	20.4
ID	15.2	14.3	16.7	13.6	0.0	0.0	19.4	15.8	12.9	15.2
IM	9.8	9.5	8.7	8.8	2.9	2.9	13.0	12.5	14.7	14.3
IP	13.6	13.9	10.1	10.4	0.0	16.7	14.1	15.5	22.6	21.5
IR	20.0	16.1	16.6	13.8	0.0	0.0	0.0	0.0	32.0	23.6
IT	9.0	10.7	2.9	4.0	0.0	0.0	0.0	50.0	17.4	19.2
DDS&T	12.2	12.2	7.1	6.5	0.0	8.1	7.4	9.2	25.8	25.2

\* Separation data by occupational groupings not available before FY 1967.

\*\* True separations only of Career Trainees bearing SJ designation, regardless of area of assignment when separated (excludes employees entering military under CT auspices).

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GS SEPARATIONS BY GRADE

Agency and Directorates

Considerable spread among grade levels in FY 1968 separations.

GS-06 & Below	CS-07-11	GS-12 & Above
54% *	33%	13%
87%		

\* Of total separations

Biggest rises in Agency attrition rates over FY 1966-1968 average rates were also in the GS-11 and below grade levels (GS-06 and below increase was 2.8; GS-07-11 increase equaled .9).

Close similarity in attrition rates among Directorates at various grade levels.

DDI attrition rates lowest among Directorates at GS-06 and below; among highest in GS-07 through GS-11.

DDP rose fastest at GS-14 and above levels in FY 1968 over FY 1966-1968 average, largely because of increased retirements.

Selected Career Services (Over 300 Employees)

SF higher than the DDS rate in all grade levels except GS-14 and above (comparable); especially above DDS rate in GS-06 and below (15.4 higher rate). Note also 5.6 higher rate in GS-12 and 13.

SL attrition rate is similar to Agency rate but higher than DDS average rate mainly because it had highest attrition rate in GS-14 and above group within the Agency.

SP had a decrease in attrition of 8.1 in GS-06 and below bracket.

ID was higher than the DDI rate in all grade categories except GS-06 and below where it was significantly lower.

IR higher than DDI and Agency in all grade levels except and above.

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GS ATTRITION RATES BY GRADE -- FY 1968

GS-6 and Below

Agency	30.0
DCI	37.5
DDP	30.3
DDS	29.3
DDS&T	29.3
DDI	

GS-7 - 11

Agency	9.2
DCI	
DDS&T	11.2
DDP	9.2
DCI	8.2
DDS	7.2

GS-12 and 13

Agency	3.6
DCI	9.4
DDI	
DDS&T	4.2
DDP	3.0
DDS	3.0

GS-14 and Above

Agency	4.7
DCI	
DDS&T	5.2
DDP	5.0
DDS	4.9
DDI	
DCI	4.1

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GS ATTRITION RATES BY GRADE GROUPS

Directorates and Selected Career Services (Over 300 Employees)

UNIT	TOTAL		GS 6 & Below		GS 7-11		GS 12 & 13		GS 14 & Above	
	FY 68	FY 68 Av.	FY 68	FY 68 Av.	FY 68	FY 68 Av.	FY 68	FY 68 Av.	FY 68	FY 68 Av.
Agency	11.7	11.0	30.0	27.2	9.2	8.3	3.6	3.6	4.7	4.2
DCI	15.0	14.5	37.5	32.1	8.2	7.9	9.4	6.0	1.7	3.8
DDS	9.6	8.8	29.3	26.8	7.2	6.1	3.0	2.7	4.9	4.7
SC	7.2	6.2	26.2	21.3	6.7	5.5	0.9	1.0	2.2	3.2
SF	15.0	10.7	44.7	30.1	8.4	6.8	8.6	5.4	4.7	3.4
SJ*	6.1	7.5	0.0	0.0	6.1	7.3	0.0	0.0	0.0	0.0
SL	11.3	11.0	22.9	25.2	6.0	5.5	6.0	3.9	11.3	7.6
SP	11.5	13.0	26.1	34.2	10.0	9.0	0.9	1.8	7.3	3.8
SS	10.7	10.2	33.2	27.8	7.0	7.2	1.3	1.9	1.9	2.9
DDP	11.7	10.6	30.3	26.6	9.2	8.9	3.0	2.9	5.0	3.7
DDI	12.1	11.6	22.5	22.4	12.9	11.3	5.1	4.9	4.0	4.3
IC	9.7	8.7	23.2	23.9	15.8	10.5	2.1	3.2	0.0	1.0
ID	15.2	13.3	15.9	19.5	17.5	12.1	7.8	6.5	10.0	5.4
IM	9.8	9.1	20.0	25.0	10.3	8.8	5.5	6.0	2.1	2.7
IP	13.6	12.6	23.7	24.8	13.5	10.7	2.5	2.8	6.5	3.0
IR	20.0	14.2	43.2	28.1	23.7	19.1	18.2	7.5	3.8	4.0
IT	9.0	10.3	27.5	24.3	0.0	0.0	1.2	3.5	5.8	5.8
DDS&T	12.2	13.0	29.1	27.2	11.2	12.0	4.2	7.5	5.2	5.2

\* True separations only of CTs bearing SJ designation, regardless of assignment when separated (excludes employees entering military under CT auspices). Accessible data permitted only a break down of employees with a SJ designation in the Grade bracket GS-07 through GS-11. Separation of one more employee at the GS-12 or above level could have occurred.

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GS SEPARATIONS BY AGE

○ Agency and Directorates

Agency FY 1968 attrition rate of 11.7 breaks down into highly variable rates within age groups (e.g., 63.6 of all employees under age 20 vs 2.0 of all employees between 40 and 50).

Biggest Agency increases in FY 1968 over FY 1966-1968 period were in the under 20 age group and the 60 and over age group (attrition rate increases of 10.1 and 11.1 respectively).

Except for the DCI, the DDS had the highest FY 1968 attrition rate (76.2) of any Directorate in the age 60 and over group and the highest rate of increase over FY 1966-1968 (22.1). DDI had a 45.3 FY 1968 attrition rate, and DDP had a 48.1 rate.

Variations in the FY 1968 attrition rates are notable in the under age 20 group within the Directorates. DDS&T had a rate which was 21.5 lower than the Agency. DDP was 11.4 higher than Agency average.

○ Selected Career Services (Over 300 Employees)

SC attrition rate was below the DDS attrition level in all age groups but 50-54 where it was slightly above.

SF was 24.2 above the DDS rate in 20-24 age group (SF highest in Agency); nearly one-third lower in 60 and over age group in comparison with DDS average (although SF was up considerably over its FY 1966-1968 average).

IR rate was above DDI level in all age categories except 55-59 group (13.9 higher rate in each of the age brackets 20-24 and 25-29).

IT was 21.5 higher than the 30.5 rate of the DDI in the 20-24 group.

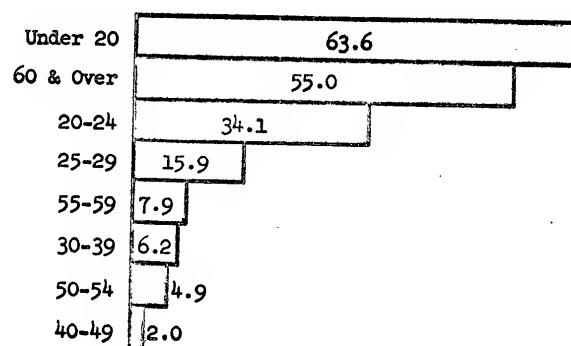
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GS ATTRITION RATES BY AGE -- FY 1968

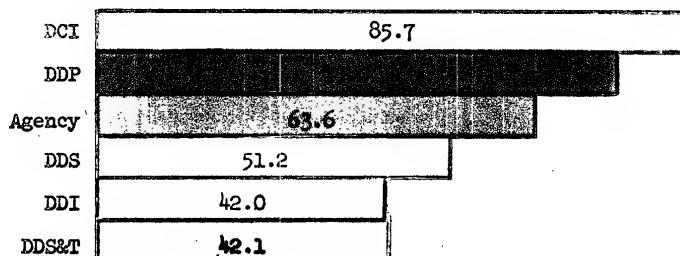
Agency



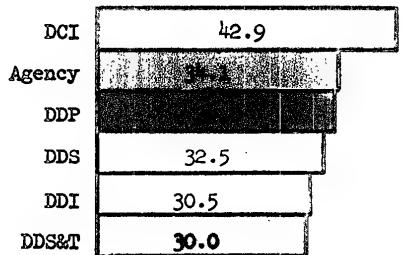
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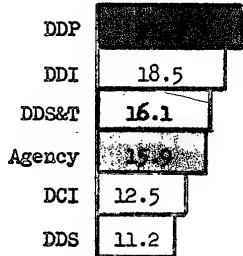
Under 20



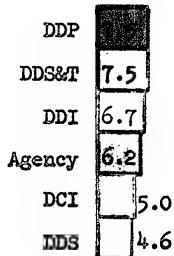
20 - 24



25 - 29



30 - 39

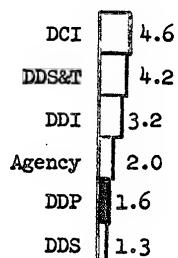


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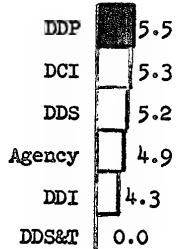
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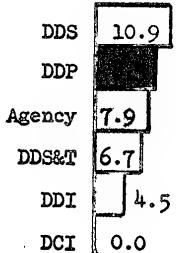
40 - 49



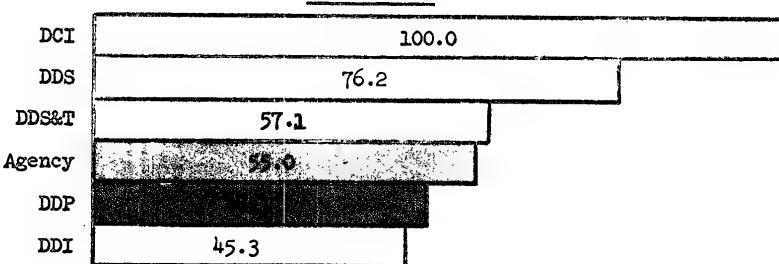
50 - 54



55 - 59



60 and Over



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GS ATTRITION RATES BY AGE GROUPS  
Directorates and Selected Career Services (Over 300 Employees)

UNIT	TOTAL		Under 20		20-24		25-29	
	FY 68	FY 66-68 Av.	FY 68	FY 66-68 Av.	FY 68	FY 66-68 Av.	FY 68	FY 66-68 Av.
Agency	11.7	11.0	63.6	53.5	34.1	31.8	15.9	14.0
DCI	15.0	14.5	85.7	125.0	42.9	30.5	12.5	21.2
DDS	9.6	8.8	51.2	56.8	32.5	29.8	11.2	9.2
SC	7.2	6.2	28.6	28.6	24.5	18.9	11.1	8.1
SF	15.0	10.7	100.0	56.7	56.8	38.5	7.9	9.7
SJ*	6.1	7.5	0.0	0.0	53.8	42.9	5.2	6.6
SL	11.3	11.0	78.6	77.8	34.8	34.4	10.2	9.9
SP	11.5	13.0	50.0	41.7	19.7	33.3	18.0	22.5
SS	10.7	10.2	39.3	37.5	30.3	33.1	18.6	12.6
DDP	11.7	10.6	75.0	66.7	34.0	32.1	21.3	17.6
DDI	12.1	11.6	42.0	55.3	30.5	28.8	18.5	16.4
IC	9.7	8.7	100.0	75.0	23.8	24.4	16.7	14.3
ID	15.2	13.3	21.4	56.3	32.0	26.4	26.0	21.8
IM	9.8	9.1	40.0	50.0	21.7	28.0	17.6	14.5
IP	13.6	12.6	36.4	53.8	29.3	27.8	16.7	13.2
IR	20.0	14.2	100.0	66.7	44.4	42.3	32.4	22.8
IT	9.0	10.3	20.0	50.0	52.0	33.3	16.7	21.9
DDS&T	12.2	13.0	42.1	50.0	30.0	27.7	16.1	18.7

\* True separations only of CTs bearing SJ designation, regardless of area of assignment when separated (excludes employees entering military under CT auspices).

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GS ATTRITION RATES BY AGE GROUPS  
Directorates and Selected Career Services (Over 300 Employees)

UNIT	30-39		40-49		50-54		55-59		60 & Over	
	FY 68	FY 66-68 Av.	FY 68	FY 66-68 Av.	FY 68	FY 66-68 Av.	FY 68	FY 66-68 Av.	FY 68	FY 66-68 Av.
Agency	6.2	5.5	2.0	2.4	4.9	4.5	7.9	7.1	55.0	43.9
DCI	5.0	5.0	4.6	3.1	5.3	5.0	0.0	0.0	100.0	50.0
DDS	4.6	3.5	1.3	2.1	5.2	4.1	10.9	8.9	76.2	54.1
SC	4.2	3.2	1.1	2.0	6.2	6.1	8.7	12.5	0.0	100.0
SF	3.2	3.8	2.6	1.3	6.9	5.7	14.6	9.5	47.6	38.9
SJ*	1.2	2.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
SL	5.3	5.0	1.5	2.7	6.1	3.6	15.5	9.6	85.7	61.1
SP	9.8	6.4	1.6	2.2	4.7	3.6	14.3	11.8	200.0	80.0
SS	4.1	3.6	0.4	1.5	3.2	3.4	3.0	3.6	100.0	55.0
DDP	7.5	6.4	1.6	2.0	5.5	5.2	8.3	5.9	48.1	39.7
DDI	6.7	6.6	3.2	3.0	4.3	3.8	4.5	5.8	45.3	38.8
IC	8.3	5.8	0.0	1.0	0.0	0.0	0.0	0.0	100.0	66.7
ID	6.3	6.4	8.6	4.9	3.3	2.3	5.3	6.0	38.9	38.5
IM	5.7	6.7	3.8	3.3	5.7	4.7	6.0	5.6	44.4	50.0
IP	7.6	6.9	3.6	1.9	7.9	5.6	5.6	7.7	33.3	33.3
IR	14.4	7.7	7.1	5.2	5.3	3.6	0.0	6.3	75.0	40.0
IT	2.2	4.3	0.0	3.0	0.0	4.3	0.0	2.8	50.0	35.7
DDS&T	7.5	8.2	4.2	4.6	0.0	2.8	6.7	11.5	57.1	37.5

\* True separations only of CTs bearing SJ designation, regardless of area of assignment when separated (excludes employees entering military under CT auspices).

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GS SEPARATIONS - MALE AND FEMALE

④ Agency and Directorates

At the Agency level, 3/5 of all separations were female in FY 1968, although females comprised only 1/3 of the on-duty strength. Female attrition rates ranged from a low of 18.0 in the DDI to a high of 24.3 in the DCI. The Agency increases in FY 1968 of 1.9 in female attrition over FY 1966-1968 was a numerical increase of 101 separations.

DDS had the lowest male rate (6.4) and DCI the highest (9.3). The most significant change in FY 1968 vs FY 1966-1968 at the Directorate level was a .7 DDS increase in male attrition (from a 5.7 average in FY 1966-1968), representing 4/5 of the total Agency increase in male separations.

④ Selected Career Services (Over 300 Employees)

SF had by far the highest male attrition rate (11.4) in the DDS.

SJ and SP were low in both male and female attrition.

SS had lowest male attrition rate in the Agency; highest female rate Agency-wide.

IM increased 3.3 in female attrition rate (numerical change from 13 to 26) but still had lowest female attrition rate in the Agency.

IR had highest male attrition rate in the Agency, highest female rate in the DDI. Had sharp increases in both categories.

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MALE AND FEMALE GS ATTRITION RATES -- FY 1968

Male

DCI	9.3
DDI	9.0
Agency	7.2
DDS&T	7.1
DDP	6.5
DDS	6.1

Female

DCI	24.3
DDS&T	19.2
DDS	18.5
Agency	21.2
DDP	19.1
DDI	18.0

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MALE AND FEMALE GS ATTRITION RATES

Directorates and Selected Career Services (Over 300 Employees)

UNIT	TOTAL		MALE		FEMALE	
	FY68	FY 66 - 68 Av.	FY68	FY 66 - 68 Av.	FY68	FY 66 - 68 Av.
Agency	11.7	11.0	7.2	6.9	21.2	19.3
DCI	15.0	14.5	9.3	11.1	24.3	20.4
DDS	9.6	8.8	6.4	5.7	22.3	20.7
SC	7.2	6.2	6.3	5.3	20.5	19.9
SF	15.0	10.7	11.4	7.8	22.5	16.9
SJ*	6.1	7.5	5.0	6.7	16.1	14.3
SL	11.3	11.0	8.2	7.5	21.8	22.9
SP	11.5	13.0	5.7	5.4	16.9	20.2
SS	10.7	10.2	3.0	4.4	28.1	22.1
DDP	11.7	10.6	6.5	6.1	19.1	17.3
DDI	12.1	11.6	8.6	8.4	18.0	16.6
IC	9.7	8.7	7.1	5.6	15.7	17.0
ID	15.2	13.3	12.6	9.6	16.7	16.0
IM	9.8	9.1	7.4	8.1	14.9	11.9
IP	13.6	12.6	10.7	10.4	21.0	18.7
IR	20.0	14.2	17.8	11.3	23.9	18.9
IT	9.0	10.3	3.2	5.7	15.0	15.1
DDS&T	12.2	13.0	7.1	8.6	24.2	22.4

\* True separations only of CTs bearing SJ designation, regardless of area of assignment when separated (excludes employees entering military under CT auspices).

GS SEPARATIONS BY YEARS OF SERVICE

○ Agency and Directorates

67% of all Agency separations occurred among employees with 0-4.9 years of service. Among the Agency and the three largest Directorates (DDS, DDP, DDI), percentages are very similar in all years of service groupings.

Most significant change between FY 1968 and the average period FY 1966-1968 occurred in the 2-4.9 years of service category which had a decrease of 5% at the Agency level (41 employees) because of similar decreases in DDS, DDP and DDI.

○ Selected Career Services (Over 300 Employees)

Aside from SJ, SF had the highest percentage (34% of its total FY 1968 losses) in the 0-0.9 category within the Agency. It also had lowest percentage (5%) of its losses in 2-4.9 category.

IC had a 12% rise in 0-0.9 category over the FY 1966-1968 period, offset by a 10% decrease in 2-4.9 category.

ID rose sharply in 1-1.9 category but decreased everywhere else.

IM, IR and IC showed percentage increases and decreases in various age groupings during last three years, reflecting shifts in separations among the different age levels.

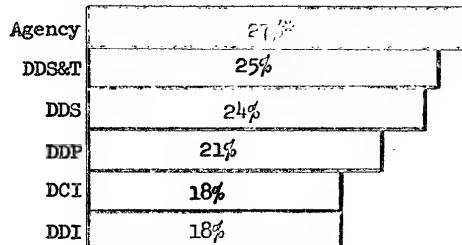
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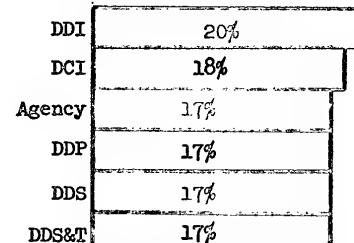
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PERCENTAGES OF GS SEPARATIONS BY YEARS OF SERVICE -- FY 1968

0 - 0.9

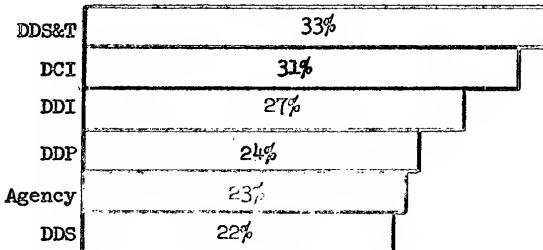


1 - 1.9

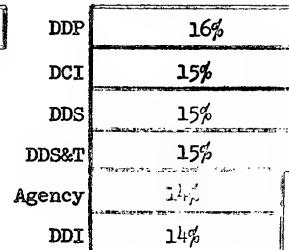


\* Higher than Directorates because of separations in IAS (Pool).

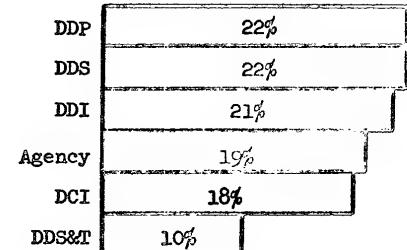
2 - 4.9



5 - 9.9



10 and Above



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## PERCENTAGES OF GS SEPARATIONS BY YEARS OF SERVICE

Directorates and Selected Career Services (Over 300 Employees)

UNIT	0 - 0.9 <sup>3</sup>		1 - 1.9		2 - 4.9		5 - 9.9		10 - 14.9		15 - 19.9		20 & Over
	FY 68	FY 68 Av.	FY 68	FY 68 Av.	FY 68	FY 68 Av.	FY 68	FY 68 Av.	FY 68	FY 68 Av.	FY 68	FY 68 Av.	FY 68 1/
Agency	27	25	17	15	23	28	14	14	7	9	9	8	3
DCI	18	22	18	18	31	37	15	9	15	11	0	2	3
DDS	24	21	17	17	22	27	15	13	8	12	12	10	2
SC	16	17	15	10	35	36	23	19	5	10	5	8	1
SF	34	22	51	15	5	21	10	12	10	15	19	15	1
SJ 2/	74	60	16	25	10	15	0	0	0	0	0	0	0
SL	29	23	13	16	15	23	7	10	12	16	20	11	4
SP	22	19	12	21	16	26	26	15	6	10	16	9	2
SS	21	21	22	21	21	27	13	11	9	11	10	8	4
DDP	21	19	17	15	24	29	16	17	6	9	12	10	4
DDI	18	18	20	16	27	32	14	14	9	10	8	9	4
IC	29	17	11	13	32	42	19	18	3	4	3	5	3
ID	11	15	28	18	27	32	8	10	14	15	9	9	3
IM	12	20	25	14	13	20	13	14	10	10	13	17	14
IP	17	24	21	20	38	36	13	14	8	5	3	1	0
IR	23	19	21	17	21	32	17	14	10	11	7	7	1
IT	14	13	4	7	25	28	21	16	11	9	18	25	7
DDS&T	25	18	17	16	33	39	15	14	6	9	4	4	0

1/ There were no people with 20 years of CIA service until FY 1968.

2/ True separations only of CTs bearing SJ designation, regardless of area of assignment when separated (excludes employees entering military under CT auspices).

3/ Agency percentages in 0-0.9 years of service grouping higher than those of the Directorates since many separations within the first year of service occur in IAS (Clerical Pool) not shown in this Table.

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GS SEPARATIONS BY REASONS

Agency and Directorates

68% of all Agency separations in FY 1968 occurred for personal or job-related reasons. All Directorates except DDS&T had similar percentages in these two categories. 4/5 of the DDS&T losses were attributable to personal or job-related reasons.

All Directorates but DDS&T and DDI showed slight percentage increases in the retirement category.

Rises in DDP, DDI and particularly DDS percentages in FY 1968 resulted in an overall increase in the FY 1968 Agency percentage of separations for education.

Selected Career Services (Over 300 Employees)

SC had the highest percentage of losses because of schooling in the DDS (19% of its separations).

SF had a significant rise in percentage of losses resulting from military separations causing it to be the highest in the Agency in FY 1968.

SL had the highest percentage of retirements (29% of its total separations) of any Career Service. This reflects a sharp increase from the FY 1966-1968 average.

IC continued to have the highest percentage of educational separations in the Agency (22%).

IT had the highest percentage of losses for personal reasons (64%) and the lowest percentage for job factors (11%).

REASONS

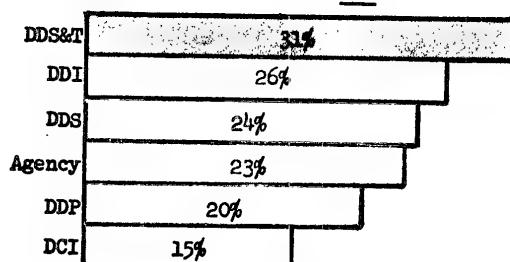
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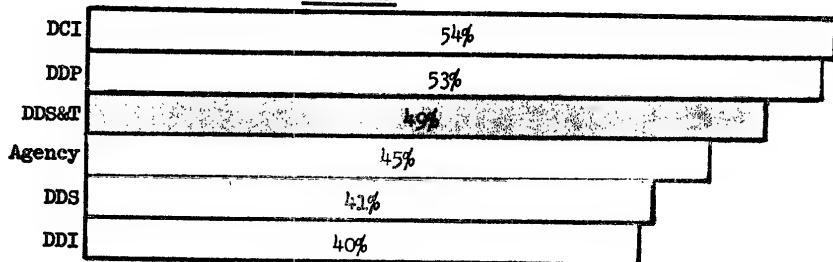
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PERCENTAGES OF GS SEPARATIONS BY REASON -- FY 1968

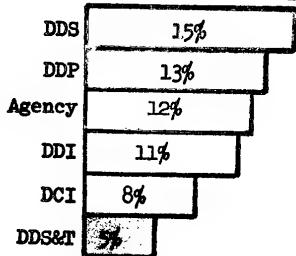
Job



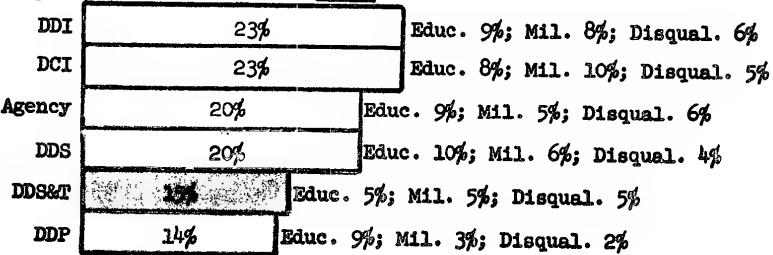
Personal



Retirement



Other



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PERCENTAGES OF GS SEPARATIONS - BY REASONS

Directorates and Selected Career Services (Over 300 Employees)

UNIT	Personal		Job		Retirement		Education		Disquali-fication*		Military	
	FY 68	FY 66-68 Av.	FY 68	FY 66-68 Av.	FY 68	FY 66-68 Av.	FY 68	FY 66-68 Av.	FY 68	FY 66-68 Av.	FY 68	FY 66-68 Av.
Agency	45	45	23	24	12	11	9	7	6	7	5	6
DCI	54	49	15	22	8	5	8	8	5	0	10	16
DDS	41	44	24	24	15	13	10	8	4	5	6	6
SC	33	38	32	28	6	8	19	15	6	7	4	4
SF	28	33	21	25	24	20	6	4	6	7	15	11
SJ**	37	25	53	65	0	0	10	10	0	0	0	0
SL	38	39	15	17	29	21	6	7	4	5	8	11
SP	62	56	26	25	10	11	2	4	0	2	0	2
SS	56	56	16	18	18	16	5	6	0	0	5	4
DDP	53	52	20	20	13	11	9	9	2	3	3	5
DDI	40	42	26	27	11	11	9	8	6	5	8	7
IC	35	40	24	27	5	6	22	15	3	3	11	9
ID	45	49	28	20	10	14	6	7	5	4	6	6
IM	31	28	21	26	27	26	6	6	15	14	0	0
IP	40	42	32	34	3	2	8	6	5	5	12	11
IR	33	37	35	36	7	6	9	6	1	2	15	13
IT	64	47	11	25	25	19	0	6	0	0	0	3
DDS&T	49	47	31	35	5	5	5	6	5	4	5	3

\* Agency disqualification percentages higher than those of the Directorates since most disqualifications occur in IAS (Clerical Pool) not shown in this Table.

\*\* True separations only of CTs bearing SJ designation, regardless of area of assignment when separated (excludes employees entering military under CT auspices).

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KEY

Reasons for GS Separations

**Personal:** Includes marriage to foreign national, health, social adjustment, change of scene, moved to be with family, family responsibilities, community environment, death and miscellaneous.

**Job:** Includes immediate duties and responsibilities, supervisor, administrative practices, physical work environment, relationship with work associates, security restrictions, lack of initial understanding re nature of work, advancement and career change.

**Retirement:** All CIAR and CSC.

**Education:** Self-explanatory.

**Military:** Self-explanatory.

**Disqualification:** Includes failure to qualify, unsatisfactory performance or conduct, security or medical disqualifications and surplus.

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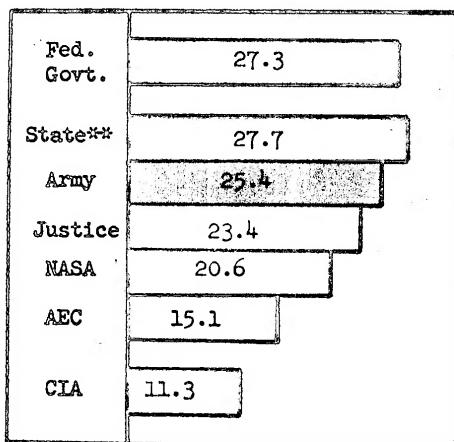
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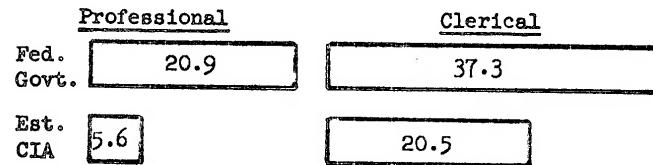
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SEPARATIONS IN THE FEDERAL GOVERNMENT AND CIA\*

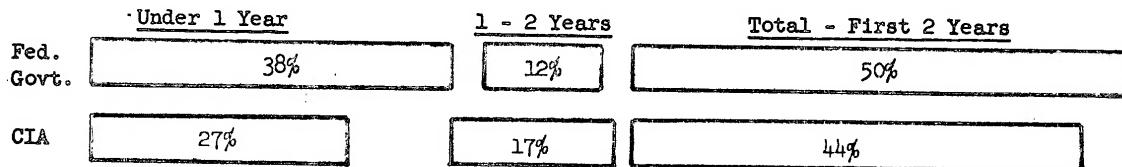
Total Attrition Rates -- FY 1967



Attrition Rates by Occupational Category -- FY 1966



Approximate Percentages of Separations By Years of Service -- FY 1968



\* Federal separations cover U.S. civilian employees, including transfers from one Federal Agency to another, and CIA separations relate to GS civilian only. In order to relate Fed. Govt. and CIA separations, different sources of U.S. Government statistics were used, that pertain to different Fiscal Years. (Total Federal attrition rates--Federal Employment Statistics Bulletins, CSC; Fed. attrition rates by occupational category--Current Federal Work Force Data, CSC; and Fed. Percentages of separations by years of service--Manpower Analysis, Programs Div., CSC.) Percentages of Fed. separations by years of service were computed from information in the CSC source.

\*\* Includes AID and Peace Corps.

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100%

## ORGANIZATIONAL AND CAREER SERVICE ABBREVIATIONS

<u>CAREER SERVICE</u>	<u>ORGANIZATION</u>
<u>Executive Service</u>	<u>DCI</u>
E	O/DCI, OPPB, IG, NIPE, Cable Sec, ONE.
EL	Gen Cou, OLC
<u>Support Service</u>	<u>DDS</u>
S	O/DDS
SC	Commo
SD	
SF	Finance
SJ	CTP
SL	Log
SM	Med
SP	Pers
SS	Sec
ST	Trng
<u>Clandestine Services</u>	<u>DDP</u>
CS	O/DDP, CI, FI, OPSER, CA, TSD, AF, <input type="text"/> EUR, FE, NE, <input type="text"/> SB, WH, MPS
<u>Intelligence Service</u>	<u>DDI</u>
I	O/DDI, UCS
IA	IAS
IB	OBGI
IC	OCI
ID	CRS
STAT	<input type="text"/>
IN	ONE
IP	NPIC
IR	OER
IT	DCS
IX	OSR
<u>Research Service</u>	<u>DDS&amp;T</u>
R	O/DDS&T, OEL, ORD, OSA, OSI, OCS, FMSAC OSP

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